

Message Text

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FOR ASSISTANT SECRETARY ROGERS FROM AMBASSADOR

E.O. 11652: N/A

TAGS: AMGT, UY

SUBJECT: ARA REORGANIZATION PLAN

REF: STATE 304849

1. I APPRECIATE OPPORTUNITY TO COMMENT ON YOUR LAUDABLE ARA REORGANIZATION OBJECTIVES, ESPECIALLY THAT OF ELIMINATING OFFICE DIRECTORS AND DEPUTY DIRECTORS AS WELL AS DESK OFFICERS IN THE AIM OF SUBSTITUTING A "LEANER BILATERAL STAFF" DIRECTLY UNDER THE PRINCIPAL DEPUTIES. TO GET RID OF EXCESSIVE LAYERING IS EXTREMELY IMPORTANT AND I SEE NO REASON WHY DEPUTY DIRECTORS CANNOT BE ELIMINATED AS WELL AS A NUMBER OF OFFICE DIRECTORS BY CREATING LARGER GROUPINGS. HOWEVER, ELIMINATING ALL DIRECTORS MIGHT GIVE YOUR PRINCIPAL DEPUTIES TOO MANY COUNTRIES TO DEAL WITH WITHOUT SOME INTERMEDIATE HIGH-LEVEL SUPPORT. WHETHER YOU ONLY REDUCE THE NUMBER OF OFFICE DIRECTORS OR ELIMINATE ALL OF THEM I DO NOT SEE HOW YOU CAN EVER GET ALONG WITHOUT DESK OFFICERS. IN FACT, IN MY OPINION THE OBJECTIVES YOU HAVE IN MIND WOULD BEST BE SERVED BY UPGRADING DESK OFFICERS IN RANK AND QUALITY SO THAT YOUR PRINCIPAL DEPUTIES, TO WHOM THEY RESPOND, COULD RELY ON THEM AS HAVING BROAD EXPERIENCE AND ABILITY. IN THE LARGER COUNTRIES, SUCH AS BRAZIL, ADDITIONAL STAFF WOULD BE REQUIRED AND CONTINUATION OF THE AID BACK-TO-BACK SYSTEM FOR COUNTRIES WITH LARGE AID PROGRAMS ALSO SEEMS ADVISABLE. IN SHORT, I REPEAT THAT I CANNOT SEE HOW

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YOU CAN GET ALONG WITHOUT SOME INDIVIDUAL BEING IDENTIFIED AS

THE FOCAL POINT FOR BILATERAL RELATIONS. EMPHASIS ON REGIONAL OR GLOBAL ASPECTS OF OVERALL RELATIONS, HOWEVER REALISTIC, CANNOT ELIMINATE THE BASIC BILATERAL STRUCTURE. DECISIONS MADE IN NEW YORK, FOR EXAMPLE, AUTONOMOUS UN MISSIONS BUT RATHER OF OVER 100 NATIONS WITH WHOM OUR BASIC RELATIONS ARE BILATERAL. ALSO, AMBASSADORS THERE, WE IN THE FIELD, OTHER USG AGENCIES, THE US PUBLIC, BUSINESSMEN AND CONGRESS GO TO THE DESKS FOR A MYRIAD OF PURPOSES AND WILL CONTINUE TO DO SO. YOU CANNOT RESPOND EITHER BY LETTING THEM SWAMP YOUR HIGH-LEVEL PEOPLE OR GET KICKED FROM ONE FUNCTIONAL OFFICE TO ANOTHER LOOKING FOR REPOSES.

2. I AND OTHERS HERE WERE PUZZLED AS TO YOUR MEANING IN REGARD TO THE PROPOSED INTEGRATION OF PUBLIC AFFAIRS AND POLICY PLANNING. PERHAPS WE MISS YOUR INTENT BUT WE DO NOT SEE HOW THE TWO GO TOGETHER. PUBLIC AFFAIRS SEEMS TO US TO BE MORE APPROPRIATELY RELATED TO POLICY EXECUTION THAN TO POLICY PLANNING. WHAT IS NEEDED IS AN EXPERIENCED PUBLIC AFFAIRS HAND TO WORK CLOSELY WITH THE POLICY PLANNING PEOPLE IN ORDER TO AVOID THE PITFALLS OF THE PAST WHICH SOMETIMES LED TO FORMULATING POLICIES WHICH HAD LITTLE HOPE OF GAINING PUBLIC (AND HENCE CONGRESSIONAL) ACCEPTANCE. BUT THAT IS NOT INTEGRATION.

3. I AGREE IN PRINCIPLE WITH YOUR COMMENTS ON THE TRADITIONAL, COMPULSIVE AND UNNECESSARY INTEREST IN THE INTERNAL DEVELOPMENTS OF FOREIGN NATIONS AND THE CONSEQUENT OVERLOADING OF THE SYSTEM. WE HAVE TRIED HERE TO ACHIEVE THE RIGHT MIX, DOING LITTLE TRADITIONAL-TYPE REPORTING UNLESS THAT WHICH IS BEING REPORTED COULD IMPACT ON US INTERESTS OR SERVE SOME SPECIFIC END-USER IN WASHINGTON. ONE CANNOT GET AWAY ENTIRELY, HOWEVER, FROM THE NEED TO COVER INTERNAL DEVELOPMENT SUFFICIENTLY TO GIVE THE DEPARTMENT, ESPECIALLY ARA, A FEEL FOR WHAT IS GOING ON AND THE AMBIENTE IN WHICH DEVELOPMENTS WHICH DO IMPACT ON OUR INTERESTS OCCUR. WHAT YOU REALLY COME DOWN TO IS DISCRETION AND CHOICE AS TO WHAT IS RELEVANT.
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